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EEO
Spotlight

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Executive Interchange Program Seeks Minorities and Women

The President's Commission on Personnel Interchange is seeking qualified middle management minorities and women to participate in the President's Executive Interchange Program.

The eight year old program is a one-year exchange which provides a management development experience for high potential mid-career executives in both the Federal Government and the private sector.

The Interchange Program places high-calibre government executives in grades 13, 14, and 15 in responsible private sector positions while placing promising middle managers from business and higher education in senior level government posts.

The Program was established by President Lyndon B. Johnson, and has since received the endorsement of three administrations. President Carter recently stated, "The President's Executive Interchange Program is a positive force for marshalling our human resources. Through this effort, both the public and private sectors jointly contribute to greater sensitivity and responsiveness in the interest of all Americans."

The Carter Administration also has indicated its interest in increasing the participation among minorities and women. Those who have participated in the past have overwhelmingly endorsed the program, and many believe the experience has had a positive effect on their careers.

To date, some 400 highly qualified executives covering the spectrum of the management process have participated in the program. Participants from the Federal sector have been experienced in such fields as urban development, international relations, management information systems, economic planning and industry analysis. Those from the private sector have had such diverse backgrounds as marketing, finance, law, engineering and general management.

Nominees to the program must have a proven record of management ability, significant on-the-job accomplishment, a high intelluctual capacity and demonstrated leadership ability. To assure the quality of the candidates, all nominations must be personally approved by the head of the sponsoring government organization or private sector sponsor.

According to Jay F. Morris, Executive Director of the President's Commission on Personnel Interchange, "The benefits of the Interchange Program are significant. The executives are able to witness on a first-hand basis the operations and decision-making processes of their opposite sector. They are also able to bring their

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New Employment Survey

The Civil Service Commission has reported the preliminary findings of surveys conducted last November on the Federal civilian employment of minorities and women. Previously the surveys have been conducted and reported separately.

CSC Chairmen Alan K. Campbell noted that while there has been some increase in the proportion of minorities and women in middle and upper level jobs, the rate of progress has been slow. He identified two factors which contribute to the rate of growth. First, most jobs at the middle and upper grades are filled from within the Federal Government, where the source is largely non-minority and male. Second, the size of the Federal work force has remained fairly stable since 1972, and it is difficult to achieve affirmative action objectives when there is no expansion in the work force, no matter how much emphasis is applied.

A comparison of the participation of minorities in the Federal and private sectors shows that the Federal Government is well ahead in overall employment of minorities in professional, administrative, technical, and clerical jobs. The private sector, however, has higher percentages of women and/or specific minority groups in some of these employment categories.

In part the findings of the study showed that: minorities accounted for 21.3 percent of all full-time Federal civilian employees in November 1976, as compared with 21.0 percent in 1975 and 14.1 percent in 1969; women accounted for 30.1 percent of all full-time Federal employees in 1976, compared with 29.8 percent in 1975. In the survey year, the percentage of minorities in white-collar (GS and equivalent) employment increased from 17.3 to 17.7 percent, and the percentage of women increased from 42.1 to 42.6 percent.

Status of Women in Federal Work Force

Civil Service Chairman Alan K. Campbell recently told top level Federal Women's Program Managers and Cordinators that he is delighted that women are employed in more occupations than ever before, but that he is not satisfied with their representation in the Federal work force as a whole nor with their representation in top jobs.

In a message to FWP officials in Federal agencies Campbell explained, "It is particularly appropriate that we assess the status of women in the Federal Government on this 10th anniversary of President Johnson's signing of Executive Order 11375 prohibiting sex discrimination in Federal employment and by Federal contractors."

While pleased with the range of occupations in which women are employed, Campbell is dissatisfied with their overall representation. "In the 10 years since the Executive Order," he observed, "women's representation in the Federal work force has increased by only 2.5 percent (from 27.6 percent in 1967 to 30.1 percent in 1976). So women now hold about 30 percent of all Federal jobs. This is not bad, but women hold 40 percent of all jobs in the nation's entire labor force. In Federal blue-collar employment, the increase was only three-tenths of a percent over the 10-year period.

"But," Mr. Campbell said, "there's an even greater problem—women are concentrated in the lower grades, with few at the top. In the white-collar jobs, women hold a whopping 76 percent in grades 1 through 4. They hold 59 percent of jobs in grades 5 through 8, 20 percent in grades 9 through 12, but only 5 percent of the GS-13 to 15 group, and only 3 percent of the supergrades.

"We can do better and we must do better, " he said.

Women representing 56 states and territories, and women of all races, creeds, colors and economic backgrounds met in Houston, Texas Nov. 18-21, 1977. Their goal: to develop a national plan of action addressing the needs of American women. Over 800 Federally Employed Women assisted in conference administration and support. A forthcoming special issue of WOMEN IN ACTION, the publicaton of the Federal Women's Program, will be devoted to full coverage of the conference.

Project Infotel

Fourteen Hispanic-Americans have been hired by the Naval Material Command during a 90-day test program called Project Infotel to recruit Spanish-speaking Americans. Eight of the new employees are engineers, one a budget analyst, two clerk typists, and two summer aids. During all of 1976 only two Hispanic-American engineers were recruited by the Naval Material Command.

The pilot program started April 4 and ended July 5, 1977. In view of results thus far, "Infotel" is continuing, and implementation in other densely populated Hispanic-American areas is being investigated.

Project Infotel was created to increase the number of Spanish-speaking employees in the Naval Material Command's activities, and is sponsored by its Chief. Infotel is the acronym for "Information telefonica" and is basically a job information hotline. When the number (202-692-8830) is dialed, a recorded message in Spanish provides information on current job openings, cooperative education programs, summer jobs and the phone number where Civil Service certification information may be obtained.

Infotel was publicized by flyers that were sent to several dozen Hispanic-American Community service organizations in the Metro-Washington area. Posters announcing the project were given to other Government agencies and Spanish Speaking Program Coordinators. All Hispanic-American engineers, however, were entry level and were not hired from other agencies.

For more information on Infotel, contact John Villarreal, Naval Material Command Spanish Speaking Program Coordinator, Department of the Navy, Washington, DC 20360.

President Calls for Improved Employment of Women

A Presidential memorandum dated November 17, 1977, to heads of departments and agencies calls for improved employment of women in the Federal career service. In his message President Carter noted that it has been ten years since President Johnson signed Executive Order 11375 prohibiting discrimination based on sex in Federal employment. "It is an appropriate time," President Carter wrote, "to reaffirm the Executive Order, assess the progress we have made, and evaluate our efforts to be a truly equal opportunity employer.

"In recent months we have made substantial progress in appointing women to responsible non-career positions; I would like to carry this commitment and effort into the career service as well.

"Special efforts will be required from each of us to achieve our goal . . . Today I ask that you work, aggressively and creatively, to create maximum employment opportunites for women in the Federal career service. This means developing, within merit principles, innovative programs to recruit and hire qualified women and to be sure they have the opportunity for satisfying career development."

President Carter indicated that the Chairman of the Civil Service Commission would be reporting to him on the progress being made towards increasing the numbers of women in the mid- and senior levels of each organization. "I expect to see significant improvements made in your department or agency as a result of your personal initiatives, and I hope you will be especially sensitive to the concerns of older women and women from minority groups."

Jackie Sutton, Director of the EEO Training Institute, CSC, meets Coretta Scott King (r) at the Houston conference. Sutton and other Federal women present thanked King for the inspiration she provides to women of all colors.

ADEA Program Note: On October 3, 1977, President Jimmy Carter issued Executive Order 12012, removing the age requirements for White House Fellowships. Previously, candidates for this program were required to be between the ages of 23 and 36.

Survey of UM

In October 1977, the Civil Service Commission's Office of Federal Equal Employment Opportunity surveyed Federal agencies in the Washington area to determine the characteristics of upward mobility programs currently in operation. A total of 43 agencies representing 51 different programs responded to a 13-item questionnaire. Based on statistical data available, the responding agencies represent over 490,000 employees at or below the GS-9 and equivalent pay levels. Of those, approximately 285,000 are women, and 152,000 are minorities.

Following are some of the highlights of the survey.

In 63 percent of the programs reported, responsibility for program planning and implementation is assigned to agency personnel offices while the remainder give responsibility to EEO offices or administrative offices.

Only nine agencies reported full-time upward mobility coordinators.

Most upward mobility programs are aimed at employees in specific grade groups below GS-9 or the equivalent in other pay systems.

Two upward mobility programs are separately funded while the remainder receive funds from the budgets of training and/or personnel offices.

Over half of the agencies had conducted skills surveys.

More than half of the agencies use one or more CSC-approved training agreements in carrying out their upward mobility programs. (The CSC-approved Training Agreement permits the temporary waiver of qualification requirements in the selection of employees for a trainee position

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Editor: Ed Shell

The Chairman of the U.S. Civil Service Commission has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agency. Use of funds for printing of this periodical has been approved by the Director, Office of Management and Budget through March 31, 1980.

Exchange cont'd

particular talents to bear on a whole new set of objectives."

Nominations for the coming Interchange year beginning September 1978, are due February 1, 1978. Potential candidates should direct their inquiries to either the personnel directors of their Federal agency or department or the President's Commission on Personnel Interchange; 1900 E Street, NW, Washington, D.C. 20415, phone (202) 632-6834.

Survey cont'd

based on potential rather than immediate qualification for the target position.)

In 31 programs, target positions were identified by managers and/or supervisors as vacancies occurred. Seven programs established target positions by top level management commitment of a certain percentage or number of positions for each fiscal year.

Twenty-seven agencies conduct assessments of upward mobility program applicants based on job elements identified through the job analysis technique. The tools of selection most frequently used include supervisory appraisal, ratings to establish ranking of candidates, panel interviews, review of the SF 171, final interview with the selecting official, review of the official personnel folder, and the use of special application forms developed for the program.

Thirty-three programs are based on the "place now, train later" program model which uses attrition for direct placement of trainees into entry level trainee positions. The "train now, place later" structure characterized nine programs which allow participants to receive training but not to move into a target position until successful completion of the training program and until the position becomes available. Four responses indicated that trainees were assigned or detailed to trainee or bridge positions and then later reassigned to the target position. Five programs use a combination of models.

All programs responding provide for some career counseling by the upward mobility coordinator, personnelists, supervisors, and training staff members. Sixteen programs also use special career counselors. Training has been provided to individuals serving as counselors in 35 of the reporting programs. All agency programs provide for a combination of on-the-job training and both college level and non-college level courses for upward mobility trainees.

Survey results based on the sample of upward mobility programs operating in the Federal Government, indicate that, generally, agencies have shown great initiative and imagination in developing and implementing upward mobility programs. All programs, of course, have common basic characteristics which assure compliance with CSC merit principles and upward mobility program guidelines. Agencies report most success with the "place now, train later" program model and that selection of upward mobility trainees based on potential to perform higher level jobs is being successfully accomplished. The data further indicate that upward mobility programs in Federal agencies are continuing to expand and are attaining their primary objective of assisting lower level employees to move into occupations with greater career opportunities.

When completed, copies of the survey report will be furnished to agency upward mobility coordinators.

CSC Rider Bulletin

Agencies are invited to ride the Civil Service Commission's printing requisition to obtain copies of: BRE-68 "Alguna Information General Sobre Trabajos Federales", a leaflet which briefly describes how Federal jobs are filled, outlines application procedures, and discusses veteran preference and written tests and ratings; and, BRE-44 "Trabajando Para El Gobierno Federal, a Spanish version of "Working for the USA." This is a more extensive pamphlet describing many facets of Government employment at some depth.

Both pamplets will be listed in the Consolidated CSC Rider Bulletin No. 171-552. Since CSC printing funds do not permit the printing of large supplies which we can provide to the agencies, agencies should take advantage of this opportunity to order their own supply at a price which is lower than that asked by the Superintendent of Documents at the Government Printing Office.

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